

the right focus



A T L A N T A ★ F E B N E W S

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From The Chairperson...



Don Arnette, Chairperson
FEB Atlanta

Under the direction of Internal Revenue Service as the CFC lead agency, we raised more than ever before as we topped \$4.7 million. Many lives will be saved and/or changed due to the generosity of Atlanta's Federal employees.

It's hard for me to believe that I am already halfway through my term as Chairperson of the Atlanta Federal Executive Board. I took over as Chairperson on October 1, 2006, from Cindy Brown, Regional Administrator, OASAM, Department of Labor. It has been a very busy six months. In addition to the monthly Policy and Steering Committee meetings, the FEB has engaged in some rather significant activities.

In October, we began a new Leadership Government Class with 20 participants who were excitedly anticipating the year they would spend honing their leadership skills. I was privileged to share some of my thoughts on leadership with the group at their kickoff. The group continues to meet on a regular basis around topics designed to enhance their leadership competencies.

October and December were active months as we all worked hard on the Atlanta Combined Federal Campaign (CFC) leading to a Celebration of Victory in December. Under the direction of Internal Revenue Service as the CFC lead agency, we raised more than ever before as we topped \$4.7 million. Many lives will be saved and/or changed due to the generosity of Atlanta's Federal employees. One of the things that I've learned is that our CFC efforts are yearlong. As we were concluding our 2006 campaign, the United States Postal Service was already beginning to provide leadership as the CFC lead agency for the 2007 campaign. We have received a contract for the financial arm of CFC; the public announcement opening the campaign for receipt of non-profit applications for inclusion in the 2007 campaign has been made; applications have been received and reviewed. It's time again to ask agencies for Loaned Executives. We have a position description. We just need your help in providing individuals who will make the campaign happen.

In December, we also held an offsite Strategic Planning session where the FEB plotted the course for the next year. Agency representatives shared what was important to

them. As a result of that feedback, our Emergency Planning Committee planned a very successful Pandemic Influenza exercise--Determined Accord--which was held March 13. We also had an opportunity to hear from Mayor Shirley Franklin in late February. The Mayor shared her vision for the City and recognized the importance of City-Federal partnerships. She shared her passion for educational excellence and some of her involvement with the public schools. She also invited Federal agencies to become more involved with Atlanta schools.

As I said, it's been a busy year. We still have many activities in which I need your support. The FEB recently announced its first Administrative Professional Training Day (April 25; the Training Calendar of other courses was also released). During Public Service Recognition Week (May 8-13), we will host the 34th Annual Employee of the Year Celebration at the Georgia Aquarium on May 10. We need your support for all of these activities. I look forward to an exciting and busy remainder of the year as we try to serve the needs of Atlanta's Federal community. □

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"The Mayor's visit was very positive! Her remarks reflected the strong leadership that she has consistently demonstrated during her tenure as Mayor. She truly has a vision for Atlanta's future."

- Leon Rhodes,
Deputy Regional Commissioner
for the Social Security Administration

ATLANTA FEDERAL EXECUTIVE BOARD

Mayor Shirley Franklin WOWs the Atlanta Federal Executive Board

Mayor Shirley Franklin was able to address a special meeting of the Atlanta Federal Executive Board on February 26, 2007. Having been named one of the world's best mayors, we were very fortunate to get on Mayor Franklin's very busy calendar. She definitely had the "wow" factor. The 150 plus employees in attendance asked many questions and were lined up at the conclusion of the meeting to have a photo opportunity or another word with "Her Honor". We made room for a few rank and file employees who were thrilled to have an opportunity to hear things straight from the Mayor's mouth.

What most of those in attendance found most impressive was her knowledge of Federal projects and how they related to the City of Atlanta. She was able to mention a number of significant projects and address the partnerships with EPA and Transportation. She talked about Atlanta's sewer project, clean air and the federal dollars involved. She also knew a number of Federal agency heads by name having met them personally and/or worked with them.

Leon Rhodes, Deputy Regional Commissioner for the Social Security Administration probably best expressed the spirit of those in attendance. Mr. Rhodes said "The Mayor's visit was very positive! Her remarks reflected the strong leadership that she has consistently demonstrated during her tenure as Mayor. She truly has a vision for Atlanta's future." **Andrea Foster**, USDA-OGC's Regional Attorney said that for her "the most interesting part of her presentation was the discussion of the transportation issues facing the metro Atlanta area and the budget challenges she has to deal with as mayor of such a large city. She pointed out that Atlanta has a population of 1 million, but that every working day of the week, the population rises by 50% when the workforce comes in from the surrounding counties. She talked about the impact that has on the infrastructure and budget of the city. She also made some comparisons between Atlanta and other cities in terms of the amount of tax revenue that is put back into the city by the state government; other cities receive as much as 15-20% whereas Atlanta receives only 3%."

Mayor Franklin, however, did not stop with just her knowledge of Federal programs (she began her career with a Federal agency – as an intern with the Department of Labor in Washington, D.C.) or the sharing of her vision for Atlanta. She sincerely inspired many present by her commitment to education. She is not administratively responsible for Atlanta schools, but she recognizes that there is a definite link between the quality of the schools and the quality of life for the City, including employment opportunities. As a "hands on" Mayor, she has gotten personally involved. She has met with almost all the high school seniors in the City and has found scholarship funds and job opportunities for hundreds. She challenged us, as federal agencies, to also get involved with the schools. We have a vested interest. The quality of the schools has a direct impact on the quality of our future workforce. There is much work to be done and the schools need our help. □



Atlanta FEB News

Please contact us with any questions/comments you may have. If you would like to submit an article, please do so by the 15th of the month.

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The 1st Annual Administrative Professionals Day Workshop & Luncheon was held on April 25th in celebration of the administrative associates that represent federal government. The workshop included a stimulating panel of speakers that offered invaluable suggestions and advice on how to climb the ladder of success in government. Several breakout sessions were met with overwhelming responses that included information on Presentation Skills, Professional Image, Team Building and Completed Staff Work. □

Mayor Shirley Franklin WOWs the Atlanta Federal Executive Board



Gwendolyn Campbell, Executive Director, Atlanta Federal Executive Board, as she introduces Mayor Shirley Franklin to the Atlanta Federal Executive Community.



Donald Arnette, Regional Administrator, Food and Nutrition Services, USDA, and Chairperson of the Atlanta Federal Executive Board address audience at the Full Board Meeting during Mayor Franklin's visit.



The Mayor of the City of Atlanta, the Honorable Shirley Franklin, addresses the audience at the Atlanta Federal Executive Board's Full Board Meeting. Mayor Franklin discussed issues and partnership opportunities with the Executives of the Atlanta Federal Community.



Phil May, Regional Administrator, FEMA and George Yearwood, Special Assistant to the Regional Administrator, FEMA, share a moment to discuss Emergency Preparedness opportunities with Mayor Shirley Franklin.



Bob Raines, Director, Regional Office of Quality Assurance, Social Security Administration, and Leon Rhodes, Deputy Regional Commissioner, Social Security Administration, speak with Mayor Shirley Franklin at the Atlanta Federal Executive Board's Full Board Meeting.



Gwendolyn Campbell, Mayor Franklin, and Donald Arnette are pictured together as Mayor Franklin receives flowers as a gesture of appreciation and goodwill.

- The 'Determine Accord' exercise series, helps to put things into perspective, and simply addresses
- 'What has my agency done to prepare for pandemic, and what is my role in the plan?'



FEMA, GSA & ATLANTA FEDERAL EXECUTIVE BOARD

Pandemic Influenza Emergency Preparedness Exercise 'Determined Accord' a Major Success

On Tuesday March 13, 2007 The Federal Emergency Management Agency (FEMA), the General Services Administration (GSA), and the Atlanta Federal Executive Board (FEB), in coordination with, the Office of Personnel Management (OPM), the Department of Health and Human Services (DHHS), and the U.S. Department of Agriculture (USDA), held a table top emergency preparedness exercise for Avian Influenza called "Determined Accord".

The Determined Accord exercise series was organized by The Office of National Security Coordination and has taken place in several major cities across the country, in an effort to unify and coordinate efforts among many organizations on a regional and national basis. The purpose of the exercise is to protect the health and safety of federal employees and maintain essential government functions and services in the event of a pandemic outbreak.

The Determined Accord Exercise was held in the Sam Nunn Federal Building Complex in Atlanta on the second floor conference level. It was attended by approximately 175-200 participants from over 50 federal agencies. Participants received books and materials which were prepared by FEMA and OPM in conjunction with their National Headquarters.

Phil May, Regional Administrator, FEMA, opened the event and welcomed Federal Agency Executives and other representatives to the Pandemic exercise. Shelley Boone, Acting Division Director, National Readiness, FEMA, facilitated the four hour event.

The following objectives of the Determined Accord Pandemic Influenza Tabletop Exercise were intended to:

- (A) Increase the awareness of Federal, State, Local, and Tribal Government agencies of the requirement to incorporate pandemic influenza procedures into COOP planning;

- (B) Identify special considerations for protecting the health and safety of employees and maintaining essential government functions and services during a pandemic outbreak;
- (C) Discuss COOP plans and procedures for telework during a pandemic and identify best practices and areas requiring improvement;
- (D) Review the 11 essential elements of a viable COOP capability, as started in the Federal Preparedness Circular 65, and explore how they correspond to pandemic influenza planning;
- (E) Identify solutions or alternative actions to COOP challenges presented during a pandemic influenza event.

The 'Determine Accord' exercise series, helps to put things into perspective, and simply addresses 'What has my agency done to prepare for pandemic, and what is my role in the plan?' First, we should all know what Avian Influenza is. The Center for Disease Control and Prevention (CDC) website offers some key facts:

- ▶ Avian influenza is an infection caused by avian (bird) influenza (flu) viruses. These influenza viruses occur naturally among birds. Wild birds worldwide carry the viruses in their intestines, but usually do not get sick from them. However, avian influenza is very contagious among birds and can make some domesticated birds, including chickens, ducks, and turkeys, very sick and kill them.
- ▶ Usually, "avian influenza virus" refers to influenza A viruses found chiefly in birds, but infections with these viruses can occur in humans. The risk from avian influenza is generally low to most people, because the viruses do not usually infect humans. However, confirmed cases of human infection from several subtypes of avian influenza infection have been reported since 1997.

- ▶ Influenza A (H5N1) virus – also called "H5N1 virus" – is an influenza A virus subtype that occurs mainly in birds, is highly contagious among birds, and can be deadly to them. H5N1 virus does not usually infect people, but infections with these viruses have occurred in humans. Most of these cases have resulted from people having direct or close contact with H5N1-infected poultry or H5N1-contaminated surfaces."

In a memo from Charles L. Hopkins III, Director, Office of National Security Coordination, FEMA, Department of Homeland Security, "Pandemic influenza is a global outbreak of disease that occurs when a new influenza virus appears or "emerges" in the human population, causes serious illness, and spreads easily from person to person worldwide. History teaches us that the impact of a pandemic can be far reaching. The 1918 "Spanish Flu" influenza epidemic killed approximately 500,000 people in the United States and as many as 50 million people worldwide. Furthermore it led to widespread social disruption and economic loss".

Next, we know that emergency preparedness is our best defense against an unlikely outbreak of Avian Flu and defining our roles at work and at home will play a major part in saving lives. Many federal agencies have conducted COOP exercises, or have taken part in Interagency COOP exercises. Many agencies have clearly defined a strategy for continuing operations during an emergency, a crisis or a pandemic situation.

With the aggressive spread of Avian Influenza overseas, it is important to prepare and to protect the federal government and the services it provides to the citizens of the United States, and we each have an important role to play in our country's preparedness. □

Pandemic Influenza Emergency Preparedness Exercise 'Determined Accord' a Major Success



Pictured from left to right



1A Phil May, Regional Administrator, FEMA, discusses the Pandemic threat and FEMA's role in emergency



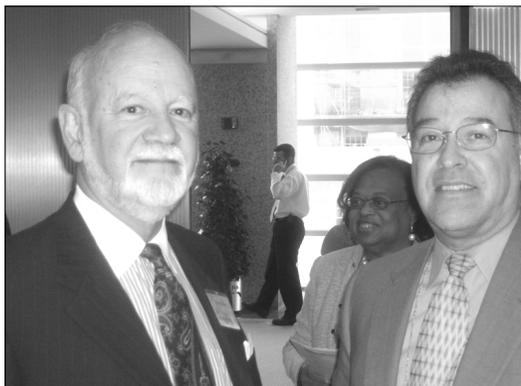
1B George Yearwood, Special Assistant to the Regional Administrator, FEMA; Phil May, Regional Administrator, FEMA; Joe Canoles, Senior Emergency Management Specialist, Donald Arnette, Regional Administrator, FNS, USDA and Chairman Atlanta Federal Executive Board and Shelley Boone, Acting Division Director, National Preparedness, FEMA and facilitator of the 'Determined Accord' exercise.



2A Gwenne Campbell, Executive Director, Atlanta Federal Executive Board and Donald Arnette, Regional Administrator, Food and Nutrition Services, USDA, and also the Chairman of the Atlanta Federal Executive Board.



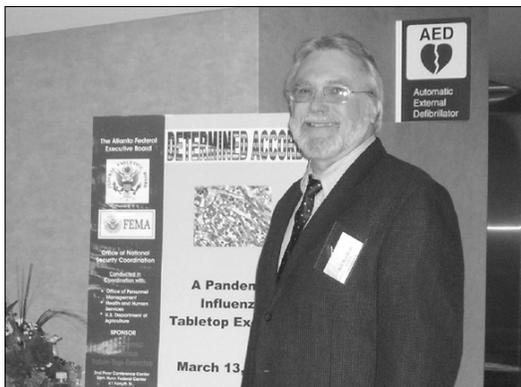
2B Participants from federal agencies gather to discuss Pandemic Influenza readiness.



3A Shelley Boone, Acting Division Director, National Preparedness, FEMA and facilitator of the 'Determined Accord' exercise, and Roger Perez, Regional Administrator, Center for Medicare and Medicaid Services, HHS.



3B Participants were eager to gather as much information as possible to incorporate critical data into COOP plans for their organization.



4A Bill Waldrop, Special Assistant to the Regional Administrator, EPA.



4B George Yearwood, FEMA, Don Arnette, FNS-USDA, and Conrad Johnson, OPM, engage in important discussion on issues impacting federal agencies, service to the public, and employee safety.



ATLANTA FEDERAL EXECUTIVE BOARD

Annual Report FY 2006

The Atlanta Federal Executive Board (FEB) continues to serve the approximately 100 Federal agencies and the approximately 46,000 Federal employees in the 42 county area surrounding Atlanta, Georgia. In addition, we also provide information and interact with the citizens in this vast area through information and referral services primary via telephone queries.

Currently approximately 95 percent of all agencies participant in some activity of the Federal Executive Board. The major area of participation is through the Combined Federal Campaign (CFC). The FEB's Policy and Steering Committee also serves as the Local Federal Coordinating Committee for the CFC. The participation in Full Board Meetings is also increasing, particularly for subjects dealing with Emergency Preparedness.

Our five most significant achievements in FY 2006 were:

► **The success of our Leadership Government Program**

FY 2006 was the second year of our program and 40 persons completed the program. The participants represented 13 Federal agencies.

► **Exceeding all previous amounts raised for the Combined Federal Campaign**

We had another successful CFC campaign. The total amount raised was \$4,577,378.00. Once again, Federal contributions exceeded those from all other employers in the City of Atlanta. The average gift was \$240.00 with a 40 percent participation rate.

► **Continuous focus on Emergency Preparedness**

We have continued to stress the need for a Continuity of Operations Plan. Three of our full board meetings were directed to Emergency Preparedness activities: Lessons Learned from Hurricanes Katrina, Wilma, and Rita; and two on Pandemic Influenza Preparation.

► **The success of our Public Service Recognition Week Activities**

Approximately 850 persons attended the Employee of the Year Luncheon and employees were recognized in 18 categories. We also featured a special essay writing contest.

► **Focus on Continuous Learning**

The FEB sponsored three training classes as well as two pre-retirement seminars, and a health and wellness training and exhibit sponsored by Kaiser. □

ATLANTA FEDERAL EXECUTIVE BOARD

Summary of FY 2007 Training

June 13, 2007

SNAFC, 20th, Floor Conference Room

Managing Multiple Projects, Objectives and Deadlines

Facilitator: Skillpath Seminars

Participants will learn how to:

- Gain control of their workday
- Handle competing priorities, get organized, and control stress
- Manage people for greater results

July 30, 2007

SNAFC, 20th Floor Conference Room

Effective Communication Skills for Scientific and Technical Professionals

Facilitator: Harry Chambers (Trinity Solutions)

Participants will learn how to

- Confront the "real world" communication challenges of today's workplace
- Successfully communicate technical information to non-technical people
- Assess current communication and listening skills
- Overcome the internal and external barriers to successful communication

August 14, 2007

RBR Federal Bldg, Plaza Level, Room 78A

Achieving Success at Work: The Relationship Factor

Facilitator: Kenneth Amitin (Organizational Services Corporation)

Participants will examine the interpersonal dynamics of working relationships, identify "quality" factors and practice communication techniques for strengthening and or repairing relationships in need of attention.

This session will focus on

- The Three Essential Working Relationships
- Relationship Enhancers/Barriers
- What to Do When People Do Things That Bother You
- Maintaining Perspective: Taking Charge of Your Reactions

September 10, 2007

RBR Federal Bldg, Plaza Level, Room 78A

Promising the Moon but Delivering a Pizza: The Realities of Your Customer Service
Facilitator: Harry Chambers (Trinity Solutions)

Participants will learn how to

- Understand the root causes of customer satisfaction and dissatisfaction
- Develop effective strategies for creating exceptional customer service outcomes
- Diffuse problems and deal with difficult or demanding customers
- Assess potential problems before they become a crisis

September 18, 2007

SNAFC, 20th Floor Conference Room

The 8th Habit - From Effectiveness to Greatness

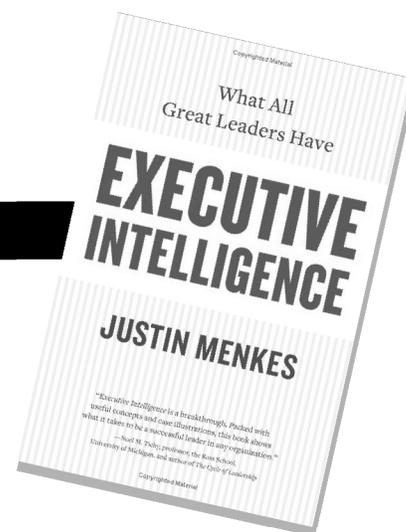
Facilitator: Gwendolyn Campbell (FEB)

This stimulating seminar is an additional dimension to the 7 Habits that takes us beyond effectiveness and puts us onto the pathway leading to greatness.

This session will focus on

- Encompassing the soul of an agency so that it can survive, thrive and profoundly impact the future of government
- Harnessing the power of a third dimension to the 7 Habits that meets the challenge of the new Knowledge Worker Age
- Giving you a roadmap that will lead you from frustration to fulfillment, relevance, significance, and contribution in today's government. □

- Learning how to think more skillfully
- requires time, determination, and
- effort because it goes against habits
- that have been established and
- reinforced by years of schooling.



INSIDE BACK PAGE REVIEW

What All Great Leaders Have Executive Intelligence

by Justin Menkes

There are many, many, books on the market about leadership. Dr. Justin Menkes book takes it all apart and puts it back together again. He interviews senior executives and looks at successful companies and determines that managerial work can be broken down into three subjects: accomplishing tasks, working with other people, and self-evaluation. Within each, there are identifiable skills that determine success. While we all know that it takes “business smarts” to be successful, he believes we have not taken the right approach to identifying who has the potential for “business smarts”.

He defines “executive intelligence” as “a distinct set of aptitudes that determine one’s success in the three central contexts of work: the accomplishment of tasks, working with and through other people, and assessing/adapting oneself.” (This includes admitting to your own biases, assumptions, and limitations.) I’ll tell you now that the 284 page book is crammed with too much good information for me to possibly condense to one page, so you might as well plan of reading the entire book. I will try to pull out some of the more salient tips offered.

- ▶ An executive must have a deep involvement with the substance and even the details of the business. Great leaders remain deeply involved in their businesses by asking the tough questions and challenging their people’s through a systematic process of rigorously discussing what is happening, what should be happening, and how things are being done.
- ▶ The way our minds process information leads us to draw unwarranted conclusions and take immediate action without thinking first. Drawing instant conclusions and leaping into action is often more of a hindrance than a help.
- ▶ While no universally accepted definition of intelligence exists, IQ measures have been proven to be powerful predictors of performance in virtually any occupation. Though highly predictive, these tests have serious shortcomings and have been virtually eliminated for senior management positions.

- ▶ Executive intelligence differs from emotional intelligence. “Emotional intelligence is described as a type of core intelligence in which facts, meanings, truths, relationships, etc., are those that exist in the realm of emotions. Thus, feelings are facts.” Charismatic and magnetic leaders were often thought to have the edge in getting things done. Menkes believes that in stead, they often pose a serious threat to the survival of an organization because they frequently try to appear infallible and decisive at the expense of making the right decision.
- ▶ Emotional intelligence, charismatic-leadership, and personality-based assessment tools are hardly the first or only psychologists to overemphasize attributes that are only loosely related to business performance. These instruments have a fundamental misunderstanding of the differences between a direct versus an indirect measure of performance and are extremely inaccurate when it comes to predicting performance, because they assess behaviors that are only tangentially related to how well an executive actually does his or her job. Past Behavioral Interviews (PBIs) are currently the most commonly used executive-assessment measures that are highly directed. These demonstrated-ability tests require a candidate to actually break down a variety of different tasks in order to meet a deadline. The individual is then evaluated on his or her ability to differentiate between high-priority and secondary issues, or to identify paths that are likely to bear fruit as opposed to those that will led to dead-ends.
- ▶ Early research on the validity of job interviews showed them to be of little value. The first studies suggested one would actually be better off flipping a coin than using an interview to predict someone’s work performance. PBIs were the first reliable job-interview format, and today are routinely included in nearly every executive evaluation. They are used to measure all of a candidate’s key strengths and weaknesses. But even this is by no means completed because there is a limit to how much the methodology can tell you about an individual. An individual’s performance on any PBI

question, regardless of the topic, is dominated by the same three drivers: experience, job knowledge, and social skills. PBIs totally fail to measure an attribute that is an essential determinant of executive performance – intelligence.

- ▶ In order to create an appropriate test of Executive Intelligence we must first understand the difference between knowledge and intelligence. Knowledge refers to information that one can recall about a subject, while intelligence determines how skillfully one uses such information to achieve a particular goal. Knowledge and intelligence are interdependent. One cannot be applied effectively without the other, and they are both necessary to reach a sound conclusion. The most common executive-assessment methodologies focus purely on knowledge and provide no measure of intelligence. Adding an intelligence measure to current existing knowledge assessments would nearly double the predictive accuracy of evaluation.
- ▶ An Executive Intelligence evaluation utilizes realistic work scenarios posed by a trained interviewer. None of the questions cue the candidate to the cognitive aptitudes needed to answer them, but each requires the use of these skills if the questions are to be answered well. For each questions the candidate must analyze the situation, draw a conclusion, and justify his or her reasoning. Through the use of multiple scenarios and questions, a comprehensive measure of all of the cognitive skills of interest can be achieved. Executive Intelligence scores are not simply based on a candidate’s final answer, but also on the thought processes that led to his or her conclusion.
- ▶ Learning how to think more skillfully requires time, determination, and effort because it goes against habits that have been established and reinforced by years of schooling. The use of the small-group environment and a trained facilitator is perhaps the best way to teach Executive Intelligence.
- ▶ Research has shown Executive Intelligence scores to be highly predictive of executive success.

Gwenne Campbell □



FEDERAL EXECUTIVE BOARD (FEB)



Follow the leader...

**34TH ANNUAL FEDERAL EMPLOYEE OF THE YEAR
AWARDS BRUNCH & PROGRAM**

**GEORGIA AQUARIUM
THURSDAY, MAY 10, 2007
10:30 A.M. - 1:00 P.M.**

“Management is doing things right; leadership is doing the right things.”

- Peter F. Drucker

U.S. Department of Housing and Urban Development Host Agency

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